PROFESSIONAL ATTITUDES AND BEHAVIOUR AMONG LIBRARY PERSONNEL IN THE COLLEGES AFFILIATED TO UNIVERSITY OF MYSORE

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by

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1. Introduction

An employee's attitude typically reflects the morale of the organization. A contented employee is a boon to any institution. Employee attitudes are important to management because they determine the behaviour of workers in the organization. Attitudes are learned predispositions and represent a cluster of beliefs assessed feelings and behavioural intentions towards aspects of person, aspects like a person object or an event. Professional attitudes and behaviours is a large part of the professional socialization process, professional attitudes and professional behaviours, describe their specific components, identify educational impacts upon them, share ideas on how to foster and measure them, and describe barriers to their development. Professional behaviour can also be described as "behavioural professionalism" behaving in a manner to achieve optimal outcomes in professional tasks and interactions. The library personnel are the human resources that provide information services using the library resources. The services provided in a library depend mostly on how well the human resources are motivated and developed. Human resources include two major activities; one is the recruitment, selection, compensation, discipline, appraisal and welfare of employees. The other one is working with employees to improve their efficiency and productivity. The skill of the personnel will ultimately determine the success of the library. The services offered by a good library reflect the nature of the staff, their attitude towards work, and their mental satisfaction. Hence, personnel administration should provide good working conditions for the success of an academic library.

When the attitude of an employee towards his or her job is positive, there exits job satisfaction. Employee attitudes are clearly important to an organization; when attitudes are negative, they are both a symptom of underlying problems and contributing cause of forthcoming difficulties in an organization. Attitude is an important variable in developing job involvement. It refers to one's identification with the particular job; organizational commitment means one's involvement with his employing organization. Effective behavioural management that continuously works to build a supportive human climate in an organization can help produce a favourable attitude. The library being a service oriented organization depends on its human resources to achieve its goals of providing adequate service to its users. Librarians are

employed to perform their professional duties of satisfying the information needs of the staff and students. Lack of motivation and proper funding to provide library information resources affect the performance of libraries in rendering qualitative service to the users of the library. This greatly affects the librarians' attitude and commitment to work.

Career commitment of the staff affects the quality of service they render and this consequently affects their satisfaction on the job. Work is an important aspect of an individual's life because it occupies a lot of personal time compared to any other single activity and provides the financial basis for a person's lifestyle. It is believed that satisfaction at work influences many aspects of work such as efficiency, productivity, absenteeism, turnover rates, and intention to quit. Performance management is a process, which reflects normal good management practices of setting direction, monitoring, and measuring performance. Intrinsic factors such as achievement, recognition, responsibility, advancement, and growth seem to be related to job satisfaction.

An effective organization will make sure that there is a spirit of cooperation and sense of commitment and satisfaction within the sphere of its influence. There is a need for strong and effective motivation to make the employees satisfied and committed to their jobs in academic and research libraries. Motivation is a basic psychological process; it is an explanation of behaviour perception, personality, attitudes, and learning. Motivation is an important element of behaviour; it interacts and acts in conjunction with other cognitive processes. Luthans (1998) asserts that motivation is the process that arouses, energizes, directs, and sustains behaviour and performance. This is process of stimulates people to action and to achieve a desired task.

Employee attitude relating to job satisfaction, job involvement, and organization commitment are of major interest in the field of organizational behaviour and practice of human resource management. Ranganathan's fifth law of library science tells us about the ever-growing nature of libraries. To support this growth, resources must be accumulated for the expansion of physical facilities and extension of services. Thus, it is necessary that library professionals should work with dedication to serve the users effectively. Behaviour refers to various patterns of

actions resorted to buy individuals in organizations. Interestingly, attitude may not necessarily predict human behaviour. It is precisely due to the fact that there may exist attitude-behaviour discrepancy rather than attitude-behaviour consistency that it is quite often reported that it is extremely difficult to understand, predict, and control human behaviour, especially in the workplace. The present study, "Professional attitudes and behaviour among library personnel in the colleges affiliated to University of Mysore" is a modest attempt in this direction.

Professional skill is an ability which is required for a person to plan and execute an action designed to achieve some goals or accomplish a particular task. A skilled professional has the ability to perform any task successfully. He can face the challenges occurs in a particular profession because of the social, economic, education and technological changes. Thus in order to cope up with the ever-changing library and information science profession, the library professional must be a skilled professional. A library is measured by the service rendered to the users and this depends on the personnel, who are responsible for the efficient and effective delivery of services like acquire, organize and disseminate information. The human factor gives the necessary support and life to all the material resources to provide useful service to the users. To increase efficiency, improve job satisfaction, and sense employee morale, it is essential that an employee is viewed as a physiological, sociological, psychological, and egoistic creature.

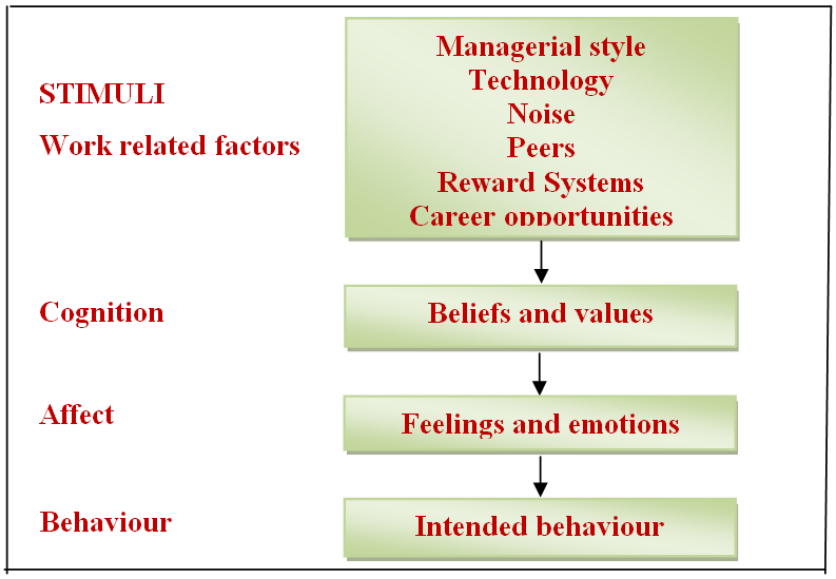

Figure -1: The ABC Model

The ABC model, the three letters respectively stand for affective, behaviour, and cognition. The significance of the model is that to thoroughly understand an attitude, one must assess these three components. Suppose for example, one wants to evaluate one's employees attitude towards flextime. One would want to determine how they feel about flextime (affective), whether they use flextime (behaviour), and what they think about the policy (cognition). Unfortunately, most techniques of measuring attitudes focus only on the cognitive component. The three components of attitude in terms of work environment factors trigger cognitive (thoughts), affective (emotional), and behavioural responses.

Attitude plays an important role in one's life. It applies to every sphere of life including one's personal and professional life. What an individual needs is positive attitude. When all employees in an organization have a positive attitude, the benefits will be many. A librarian who is aware of the term "Technology" refers to computer technology, communication technology, and information technology that can face the challenges of the new era.

2. College Libraries

Libraries are the hub of all academic activities, it is an integral part of any academic institution and the college library is the heart of the college. A good library is the prime requirement of a college in the fulfilment of its objectives towards dissemination of knowledge. An academic library encourages reading, self- discovery, personal growth, and sharpening intellectual growth. The role of a library in the education process at any level, especially at the college level for the overall development of its users personality, skill, communication, career and creativity is very significant.

Books and libraries serve as treasures and fountains of knowledge in the sphere of higher education. A college library is a storehouse of knowledge and library services are imperative for a student to go beyond the classroom lectures and immersed in the wide releam of written records of the libraries. The efficiency of the library services is governed largely by the quantity and quality, i.e., the number of books and the utility of its collection, which comprise of textbooks, reference books, general books, periodicals, conference proceedings, etc. The library is one of the

largest and most expensive educational resources of an academic institution. It plays a vital role in education, like research, dissemination of information, and overall socio-economic development of a country.

3. Need for Effective Management of Library Professionals

The usefulness of service institutions like libraries is measured by the services rendered by them to its users, and this in turn, depends on the personnel, who are responsible for the efficient and effective services. The effective functioning of a library depends to a great extent on the capabilities, attitudes and professionalism of the library staff. Consequently, the future of any organization depends more on its staff than on any other factor.

The reason is that human resources are animate with attendant emotions, feelings, beliefs, opinions, perceptions, attitudes, and other personal traits. Library professionals should know that one of the most effective ways to win the loyalty of their staff is to make each employee feel that his work is both important and appreciated. In addition to possessing an employee-centred attitude, a library supervisor should be equipped with certain skills in dealing with people and should have the ability to make clear assignments and to delegate authority; he or she should be competent to instruct and to check completed work, should know the most effective ways to correct as well as commend, and should be able to discuss problems with staff members in an atmosphere of mutual respect.

Identifying and internalization of best practices in the administrative functions at regular interval would enhance the collection development process, services dissemination and use of the library as a whole. Active participation and periodic meetings of library advisory committee, involvement of librarian in academic activities of the college, participation of the users, support from the management, standard facilities with innovative library buildings, regular flow of resource generation, skilled and qualified staff deployment with further training, capacity building in terms of information and communication technology, information dissemination facilities etc. are a few areas where best practices can be accommodated. Man brings to the workplace, a crystallized and complex set of cognition, personal feelings, desires, perceptions, and motives. To disregard an

employee's capacity to feel, think, and grow is a subtle, but menacing danger that will result in the breaking down of his social and spiritual morale. At best, it may produce an ineffective and frustrated library staff. It is of most importance that relevant reformations to encompass these limitations are explored and evolved, to instill a new insight in to human behaviour. This calls for considerable rethinking of personnel management in academic libraries.

4. Importance of Library Professionals

Library professionals play a significant role in planning, establishing, supporting, maintaining, and disseminating information. The fundamental role of a college library is to provide support for teaching and research. It should serve as a dynamic instrument of education in encouraging students, researchers, and faculty members. The effective functioning of a library depends to a great extent on the capabilities, attitudes, and professionalism of the library staff. The success or failure of any professional depends on his/ her personal qualities and the situation in which he / she works. Library professionals need to be given due importance by motivating them through rewards, incentives, and other positive approaches to enhance their morale. A person with high job satisfaction holds a positive attitude towards his job. Job satisfaction among library personnel depends upon the degree of skills, attitude, autonomy, self- image, and work environment. To realize the primary goal of a library as a service centre, personnel of high competence and integrity are essential. This in turn demands for the proper management of the academic library staff.

Information technology has brought in fundamental changes in libraries, whereby the role of library professionals is also continuously changing. Librarians need high level management skills and leadership qualities. Employees need to be managed effectively with proper facilities at the workplace, including their status, roles and personal needs. The role of library professionals is very challenging and crucial. To perform the library activities efficiently and to achieve the goals of a library, librarians need to be motivated and satisfied in their job. A professional should be able to work in an environment free from anxiety and pressure where each can contribute fully to their jobs and get a satisfactory growth.

5. Review of Literature

Literature in any discipline is very important for further study and research, as an early step in the conduct of research, review of literature enables the researcher to acquaint with the existing body of knowledge. It provides a foundation for conceptual framework, helps to build operational definitions to major concepts, gives insights on methods and procedures and also throws light on key findings. As part of Literature survey, a number of sources were consulted to examine the studies organized around and related directly to academic libraries/ or its users. The major bibliographic and full text online database including L.I.S abstract (LISA) library Information science & Technology abstract (L.I.S.T.A) and Emerald. The major databases on theses including 'Vidhyanidi' of University of Mysore, Shodaganga of INFLIBNET and networked digital library of Thesis and Dissertation NDLTD were also explored. Some relevant studies were also extracted through Google search platform.

There are as many as totally 120 reviews from 1937 to till date pertaining to the topic and related studies. The most recent and latest studies are;

Khan (2015) explores that the organizational and technological innovations have influenced the standard philosophies of librarianship. These innovations have changed the basics of information retrieval and delivery in libraries. As a result, library authorities are demanding competency-based job performance. Nonetheless, there is a scarcity of research on the association between skills (current and needed) and job performance (job satisfaction and organizational commitment). Further, there is a dearth of research on the difference in skills of librarians. The study proposes an empirical analysis of the relationship of current competencies with JP aggregated as JS and OC. This relationship section may signify librarians' perception of task performance; part two examines the difference between the current and needed competencies. These different sections explore the levels of deficit and surplus in

competencies and job 'best fit'. The findings of this conceptual framework may be significant for the implementation of a competency-based management system, in updating LIS curriculums, for designing librarians' training programs and for LIS professionals as a whole to perform more efficiently.

Morgan (2014) examined the effects of traditional work-related variables such as income, flexibility, co-workers, fringe benefits, and setting on job satisfaction. The analysis introduces variables related to the notion of craft, professional achievement, and family dynamics to determine what impact they have. Craft combines the wish to perform one's work well independent of extrinsic factors or influences and the desire of the worker to create a quality final outcome or product. The major finding of the study is that craft and professional achievement are the largest determinants of job satisfaction among LIS graduates. The variables such as marital status, whether or not one has children, and breadwinner status had no discernible effect. Supportive co-workers, being a woman and membership in professional organizations likewise correlate with job satisfaction, while being a full-time worker, anxiety over job security, and working in an academic library setting contributed to dissatisfaction. LIS graduates report being very content in their jobs, finally the study suggests that they are anxious about changes, the increasing number of temporary and freelance jobs and the perception that full-time staff is doing more work with fewer resources.

Peng (2014) interviewed that University librarians are required to continuously adjust to keep up with changing customers' needs. The study uses structural equation modeling (SEM) to examine the effects of different facets of job satisfaction on the task performance and contextual performance of university librarians. Specifically, the study breaks down the overall measure of job satisfaction first into its intrinsic and extrinsic components, and then into sub-facets of these components. The findings can be particularly useful for providing a comprehensive understanding of the relationship between job satisfaction and job performance in the university library context.

Navaneethakrishnan (2014) observed the level of influence of various factors on the job satisfaction of teacher-librarians. The study shows that teacher-librarians working in the Jaffna District, Sri Lanka are more comfortable with their colleagues and more satisfied with job security, supervision, social relation to the work, decision-making authority, administration, opportunity for education, personal career growth, gaining respect for assigned duties, and management policy. However, recognition, promotion, salary, and working facilities are negatively influencing the job satisfaction of teacher-librarians.

Ugwu and Idoko (2014) explored how personality and situational characteristics influenced librarians knowledge-sharing. The personal traits that were considered included: self-esteem and self-efficacy, there was a significant negative relationship between threat and attitudes toward knowledge sharing among Librarians, while there is a positive but no significant relationship between challenge and attitudes toward knowledge sharing among librarians. The study therefore recommended reward system to the University libraries to encourage staff share knowledge and collaborate as well as inclusion of a course on knowledge management in the curriculum of library and information science (US) programme.

Kont and Jantson (2014) aims to clarify how the staff of Estonian university libraries define the concepts of performance and efficiency in the context of libraries, what is the general conception of performance measurement and evaluation, the impact that is believed to have on the personal future career, and how one's own efficiency and performance is evaluated in comparison with one's colleagues.. Efficiency and performance in the library context are rather associated with service and user satisfaction. Performance measurement and appraisal system in Estonia university libraries is almost non-existent and definitely needs to be developed.

Katz and Halpern (2014) examined attitudes about the suitability of robots for various occupations in society and how these attitudes varied by the robots' appearance. Factor analyses revealed three primary attitudes: Robot-Liking, Robotphobia and Cyber-Dystopianism, and three occupational niches: social-companionship, surveillance and personal assistants. Attitudes varied depending on subjects' gender, religion, perceived competence with technologies and engagement with virtual reality environments and avatars. The analysis of relationships between subjects' attitudes and perception of suitable occupations indicated that Robot-Liking is positively related with social companionship and surveillance occupations, whereas Robotphobia is negatively correlated with the three occupational niches.

Johnson and Yanson (2015 investigated the relations among user involvement, core self-evaluations, computer self-efficacy, employee stress, job satisfaction, and intention to leave the organization during the implementation of a new barcode scanning system. The results revealed that core self-evaluations and user involvement were positively related to computer self-efficacy. In addition, core self-evaluations were negatively related to job stress, but user involvement was not. The results further showed that job stress was negatively related to job satisfaction. Finally, job stress and job satisfaction were each negatively related to intentions to leave the organization.

6. Need for the study

Employee’s attitude and behaviour are shaped to a great extent by the organizational structure. Low job satisfaction is a sign of deterioration in the efficiency of a work organization. An individual organization can benefit materially if it knows what individual attitudes contribute to job satisfaction for this can improve productivity. The success of library services offered solely depends on how best the library professional understands the needs of the user and maintenance of the information products concerned. Therefore, the success of the library services depends on the level of awareness and effective use of information products and its organization. The ultimate objective of a library is to provide maximum service to its

clientele. Library professionals have to strive hard and it is the responsibility of the management to provide a beneficial environment where they work in a better way. The varied and complicated services of a modern college library need to be controlled and organized by a person of competence and expertise. The library professional must be given every opportunity to satisfy his capacities and interests, and his professional enthusiasm must be stimulated. The present study is also an attempt in the direction of library professionals to help view their job involvement, job attitudes, working environment, relationship between superiors and employees, and the level of their satisfaction and performance.

Attitude towards management may itself be conditioned by certain personal and background factors of employees like age, education level, rural-urban difference, marital status, length of service, job level, job mobility, and wages. Library and Information Science as a profession, is concerned with the knowledge and skill by which the records of human communications are collected, organized, and utilised. The library personnel constitute an important component of the library trinity, namely, books, users, and staff. It is library professionals who bring the users and the information together. The professionals should be capable of accessing, organizing, and providing information to the right person at the right time. Each user has his own area of interest and the library professional should be able to handle every reader efficiently. A college librarian performs a variety of functions, which include helping students with textbooks, parallel studies, all kinds of reference services, bibliographical references, etc. Proper management of these resources would help in achieving the desired objective, besides achieving the overall development of the libraries. The improper management of these resources would affect the very objective of a library. Maximum utilization of the available library resources by its reader is the main objective of any library. To achieve this objective, the library professionals have to strive hard and the management is responsible to provide a conducive environment to work in a better way.

The two-factor theory developed by psychologist Frederick Herzberg, who theorized that job satisfaction and job dissatisfaction act independently of each other. Factors associated with the individual's need for psychological growths contribute to job satisfaction and include the intrinsic nature of the job and achievement. A person

can have thousands of attitudes, but organizational behaviour focuses the attention on a very limited number of job- related attitudes. Thus, job- related attitudes tap position or negative evaluation that employees hold about aspects of this work environment. Most of the research in organizational behaviour has been concerned with three attitudes, namely, job satisfaction, job involvement, and organizational commitment. Management should be interested in their employees' attitude because attitudes give warnings of potential problems and influence behaviour. A participative process that uses the entire capacity of employees is designed to encourage increased commitment to the organization's success.

It is been observed that many academic college libraries and librarians are facing resource crunches, inadequate funding, lack of incentives, unfair appraisal systems, and lack of job security, which in turn, affects the job attitude and performance level of the library professionals. Many studies and research work were undertaken in western countries to study the reason for the lack of motivation and poor performance of library professionals at the academic level. In India, several studies have been conducted in the Library and Information Science area on job satisfaction, work performance, motivation, and other human resource management. The library profession is a highly complex requiring specialization and technical skill, knowledge of various kinds like personnel administration, financial management, and varied other skills requiring the usage of modern gadgets of the prevalent age.

Human resource constitutes an important factor in any organization, including a library and information centre. The improper and unsatisfactory performance of the academic libraries can be attributed to the lack of attention and importance given to the human factor. Without any support, stimulus, encouragement, appreciation, and appraisal by the management, library professionals may not work efficiently. Therefore, there is a need for this conceived study of the researcher. No authoritative and comprehensive study, to the knowledge of this researcher, has been made to understand this aspect. It is therefore crucial that an attempt be made to study professional attitude and organizational behaviour. Hence, this study is undertaken with the hope that it would make a humble contribution to the understanding and improvement of job satisfaction, job involvement, and organizational commitment of the professional employees of the colleges affiliated to the University of Mysore.

7. Statement of the Problem

The study is entitled **“Professional attitudes and behaviour among library personnel in the colleges affiliated to University of Mysore”.**

The present study has been undertaken to examine

- The key factors that are included in an employee’s attitude towards work and the satisfaction derived out of his/her job.

  To know how job environment and job involvement, job attitude, job satisfaction is interrelated

7.1 Definitions, Meanings, and Concepts

Professional

According to Wikipedia(2014), a professional is a person, who is paid to undertake a specialized set of tasks and orchestrate them with uncommon skills. Professionalism consists of certain attitudes, beliefs, and behaviour, sometimes known collectively as “virtue” or “Good Character”. Professionalism is about having integrity, honesty, and sincere regards for the personhood of the customer in the context of always doing what is best for the organization.

Attitudes

According to Lumley (1928) an attitude is "a susceptibility to certain kinds of stimuli and readiness to respond repeatedly in a given way—which are possible toward our world and the parts of it which impinge upon us".

Attitudes are generally positive or negative views of the person, place, thing or event. This is often referred to as the attitude object. Attitudes are formed by a variety of forces including our personal values, our experiences, and our personalities. Attitudes are not as stable as personality attributes. Attitudes can also change when the object of the attitude become less important or less relevant to the person.

Behaviour

Behaviour , as stated by Dennis Organ(2013) “Individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and

that in the aggregate promotes the effective functioning of the organization" . Organ's definition of OCB includes three critical aspects that are central to this construct. Organizational citizenship behaviour is the technical psychological term for what can be simply defined as the compilation of individual behaviours in a group setting. First, OCBs are thought of as discretionary behaviours, which are not part of the job description, and are performed by the employee as a result of personal choice. Second, OCBs go above and beyond that, which is an enforceable requirement of the job description. Finally, OCBs contribute positively to overall organizational effectiveness. Behaviour is defined as the manner in which, individuals and groups behave in a work environment in order to meet the primary purpose of their organization. It is further defined as the way in which the library staff interacts with each other and with their clients in order to meet the needs of the library patrons.

Library Personnel

Library personnel are the driving force behind all library activities. They are the mediators between man and the graphic records that the previous generations have produced and the goal of the librarian is to maximize the social utility of these records for the benefit of humanity. Library personnel are the intermediaries between the readers and the library. They organize and correlate various academic programmes and services of the college.

A college library, with highly motivated professionals, contributes much to the success of any academic institution.

College Libraries

College Libraries are the most important intellectual resource of the academic community, and helps in the fulfillment of curriculum requirements and acts as a promoter of study and resource. An attempt is made here to study the libraries of different academic colleges of University of Mysore. Khanna (1997) A college is considered as an academic institution of higher learning offering three year degree courses. In colleges, the library occupies a prominent position and is an important and integral part of the teaching programme. The aim of college education and college libraries is inter-related. Libraries develop a sense of responsibility in the pursuit of

knowledge and stimulate the students to obtain, evaluate, and get them acquainted with the various trends of acquiring knowledge.

Affiliation

Affiliation means adoption, association or reception as a member in the same establishment.

University of Mysore

The University of Mysore(2012), is a public university in India. The University was founded during the reign of Krishnaraja Wodeyar IV, the Maharaja of Mysore, and was conceptualized on the basis of a report on educational progress of the United States and Australia, submitted by Messrs Thomas Denham and C. R. Reddy, who visited these countries, respectively. The engineer-statesman Dewan, M. Visvesvarayya, is the person usually given credit for being instrumental in its founding . The university opened on 27 July 1916, and the first chancellor was the Maharaja of Mysore. With the support of the University Grants Commission (UGC), which came into existence in 1956, post-graduate education was expanded significantly. In 1960, a major development was the conglomeration of all the post-graduate studies of the University at one location during the tenure of the Vice - Chancellorship of Dr. K.V. Puttappa. This location was christened "Manasagangotri" meaning ` eternal spring of the mind' adjacent to Kukkarahalli lake within the heart of the heritage city of Mysore in a picturesque area of 739 acres. It was a state University of the affiliating type, and became autonomous on 3 March 1956, when it gained recognition from the University Grants Commission. (University of Mysore, 2014)

The University encompasses 198 affiliated colleges, and has 42 postgraduate departments at the Main Campus, 2 postgraduate centres, and one Satellite centre at Chamrajnagar. After assessing its overall performance, the University of Mysore was first accredited by the National Assessment and Accreditation Council with five star in the year 2000 and has been reaccredited A+ in 2006, followed by A grade in 2013. Current Science has ranked the University of Mysore as one of the top 20 Universities in scientific and research activities.

The University has developed excellent infrastructure for curricular and co-curricular activities. The University Library has a collection of 6.2 lakhs covering books, reference works and journal back volumes. In addition, the individual constituent colleges/institutes and departments maintain their own book collections amounting to another 4 lakhs. The E-resource Portal developed by the library facilitates access to 6500 UGC-INFONET E-journals, 7000 Open Access Journals, 17000 licensed e-books, Lakhs of OA e-books, a number of databases, e-thesis, institutional repositories and other information sources. The library has set up a Carrier Information Resource Center and Learning Resource Center for Visually Challenged. In order to preserve and conserve these documents for longer duration, efforts are being made to digitize these documents. The University collaborates internationally for the purposes of academic, technical, and cultural exchange.

8. Objectives of the study

The main aim of this study is to measure and assess the professional attitudes and behaviour among library personnel working in various colleges affiliated to the University of Mysore.

The specific objectives are listed below:

- To describe the individual and organizational characteristics of the respondents.
- To assess the overall and specific job satisfaction, job involvement, and organizational commitment as perceived and reported by the respondents.
- To examine the possible inter-correlations between - a) Overall satisfaction and specific satisfaction, b) Overall satisfaction and job involvement, c) Overall satisfaction and organizational commitment, and d) Job involvement and organizational commitment.
- To identify and discuss the key determinants of professional attitudes' behaviour among the respondents.
- To raise major implications for professional management theory research and practice based on the findings of the research study.

9. Hypotheses

- There exists significant positive correlation between - a) Overall satisfaction and specific satisfaction, b) Overall satisfaction and job involvement, c)

Overall satisfaction and organizational commitment, and d) Job involvement and organizational commitment.

- Individual characteristics tend to determine the professional attitudes' behaviour among library professionals.

- Organizational characteristics tend to determine the professional attitude behaviour among library professionals.

10. Methodology

The study is mainly based on the primary data collected from the professionals working in different academic college libraries affiliated to the University of Mysore , Karnataka State. The study relates to professional attitudes and behaviour among library employees. Hence, the information, opinions, perceptions, and attitudes of these library professionals was collected and analyzed.

The study began with a literature survey. Secondary documents, such as LISA, were used to collect information on library personnel, their job-attitudes and job-performance, job-satisfaction, behaviour, motivational factors, performance appraisal, and views and perceptions. The primary data was collected from the records of the academic council and libraries, while further data was collected from the library professionals working in the academic college libraries affiliated to the University of Mysore.

10.1 Sample Size

A survey was conducted among the libraries of all the academic colleges affiliated to University of Mysore. The study was conducted on professionals and semi-professionals. The list of colleges affiliated to University of Mysore was collected from the Academic Council, Mysore. As in 2012, there were 200 colleges affiliated to the University of Mysore. The study population constituted 188 librarians and 240 library professionals in the colleges affiliated to the University of Mysore.

Table 1.1: Data Distribution Table

No. of colleges	Questionnaire distributed	Response received	Percentage
198	**198**	**188**	**94.9**
198	**250**	**240**	**96.0**
Total	448	**428**	**97.3**

Source: Academic Council Annual Report, 2012-13, University of Mysore

10.2 Development of Questionnaires

Based on the light of the objectives of the present study and comprehensive literature review, two different sets of structured questionnaires were prepared for data collection.

The researcher also personally visited the management college libraries and the data collected from the primary and secondary sources was analyzed and interpreted in a systematic way keeping in view the hypotheses and objectives of the study. Later, a set of questionnaires were designed for the library professionals working in the academic colleges affiliated to the University of Mysore. Overall, 37 questions were selected on various topics like self- profile, experience, job recruitment, job satisfaction, involvement, and job attitude. The questionnaires were sent to subject experts in the area of Library and Information Science and also to a faculty of Management Studies. Based on their suggestions, the questionnaires were restructured with a few modifications.

10.3 Pilot study

A pilot study was conducted by distributing the draft questionnaires to six library professionals. The preliminary study was helpful in testing and adjusting the research instrument. The questionnaires were found adequate for the present study and were used for the final survey with slight modifications.

10.4. Main questionnaire

The questions were designed as a combination of closed- and open- ended type question and multiple choice questions using the Likert scale. The Likert technique presents a set of opinion statements and the respondents were asked to express agreement on a five point scale. A typical questions using a Likert scale might pose a statement with 5 point scale with one being low(poor) and five being high (excellent).

The main questionnaire considered of several sections:

Section A: Deals with demographic information like name, gender, marital status, qualification, etc.

Section B: Presents and analyzes the statistics related to work experience, mode of selection, etc.

Section C: Covers library details like working hours, staff pattern, library committee, etc.

Section D: Presents the data of incentives, levels like promotion, rewards, transfer policy, training, etc.

Section E: Presents Superior- Subordinate relationship.

Section F: Deals with employee performance level and performance appraisal.

Section G: Provides information related to job satisfaction, involvement, work performance, and job attitude of the library professionals.

10.5. Data collection and response rate

In order to collect the primary data, questionnaires were distributed in 198 college Librarians affiliated to the University of Mysore. As far as possible, the questionnaires were personally given to all the college librarians and library professionals, while some were sent through e-mail. The researcher also conducted personal interviews based on the structured questionnaire to know the satisfaction level and job attitudes that influenced library employees at the workplace. The academic communities covered under the study were only qualified librarians and library professionals working in the colleges affiliated to the University of Mysore. About 200 questionnaires were distributed, of which 198 were returned. About 188 were duly filled in, while 10 were invalid. Therefore, the response rate was 95%, which was found adequate for the analysis.

The returned questionnaires were coded and the collected data was analyzed systematically using software packages like SPSS and MS-Excel. Suitable statistical tools and techniques such as Frequency, Percentage, Mean, Standard Deviation, and factor analysis were used for analyzing the data and testing the hypothesis. Questions related to job attitude, job involvement, and performance management were then taken and rated on the Likert scale. Tables, graphs, and pie charts were used for a clear analysis of the findings. The references were provided in the American Psychological Association Style.

11. Scope and limitations of the study

The study “Professional attitudes and behaviour among library personnel in the colleges affiliated to University of Mysore” covers the aspect related to the linkages between job satisfaction, job attitude, and job involvement among library

professionals. The study is based on the context of library professionals of colleges and is limited only to the college libraries affiliated to the University of Mysore. The study comprises of staff pattern, personnel profile, views and perceptions, job involvement, job attitude, and job satisfaction. The study concentrates on key factors like self- profile, work statistics, library details, job involvement, level of job satisfaction and employee perceived performance level, and other similar factors. Academic colleges from Mysuru, Mandya, Hassan, Maddur, and Hunsur were considered for the study. The structured questionnaires were sent to the librarians and library professionals. Thus, 188 Librarians and 240 Library Professionals were considered suitable for the study.

The authenticity of data collection through questionnaire has always been questioned as it does not give accurate results. This is the inherent limitation of this study. The concept of professional attitudes and behaviour among library personnel is indeed an extensive task study. However, in the stipulated time, all possible efforts were taken by the researcher to cover the entire aspect and proper care was taken to extract the exact data. Thereby, a sincere attempt was made to present and overview the present situation of library professionals. The researcher intends to limit the scope of this study only to the colleges affiliated to the University of Mysore. The study concentrates on library professionals and semi-professionals, but excludes other office personnel working in the academic college libraries.

Figure – 2: Mysore University Jurisdictions

12. Findings in relation to hypotheses:

The researcher has formulated three major hypothesis and four specific within them . keeping in view of the objectives of the study. These hypothesis are tested in relation to the variables studied. A Few are related to Part 1 Librarians and a few are in the context of library professionals part 11 of the analysed data.

H1 a: There exists significant positive correlation between overall satisfaction and specific satisfaction.

The study depicts that there exists positive correlation between overall job satisfaction and specific satisfaction. The chi square results shows all the variables proved to be highly significant and one variable "The way your superiors deal" proved to be not significant with the chi square value =6.390, df=(4), p=.172.The other variables were highly significant. (**Table 5.2.23) (Libray professional part 11)** The study by **Ugwu (2014),** explored how "personality and situational characteristics influenced the librarians' knowledge-sharing. The personal traits that were considered included self-esteem and self-efficacy; there was a significant negative relationship between threat and attitudes toward knowledge sharing among librarians, while there was a positive, but no significant relationship between challenge and attitudes toward knowledge sharing among the librarians".

H1b: There exists significant positive relation between overall satisfaction and job involvement

Regarding job involvement, 112(59.5%) respondents agreed that they could measure the level of involvement through the ANOVA test analysis as it proved to be highly significant; 130(69.1%) respondents

agreed that major satisfaction comes from their job and it proved to be highly significant; 96(51.1%) agreed that they are perfectionist about their work and it proved to be highly significant. Further, 75(39.9%) respondents agreed that they did not have any other activity more important than work, which proved to be highly significant, 95(50.5%) respondents strongly agreed that 'they would not work even if they were not paid', and the test proved to be highly significant. **(Table 5.1.22, Table 5.1.23) (Librarians part 1)**

It is evident from the results that there is high significant difference in the level of satisfaction among the library professionals. The chi square value =22.333, df=2, and p= .000 implies that the level of satisfaction of the library professionals is highly significant .Hence, the test proved the that hypothesis is valid. **(Table 5.2.37) (Figure 5.2.12) (Library professional part 11)** The study by **Sulaiman and Sabri (2009),** revealed that "satisfied people derive higher level of motivation, which in turn leads to better performance. Both satisfaction and motivation play an important role in predicting work performance, whereas job satisfaction is found to be significantly and positively related to work motivation".

H1c: There exists significant positive correlation between overall satisfaction and organizational commitment.

The result shows that there is a highly significant difference which shows positive correlation between job involvement and organizational commitment (F=28, p=67.148) **.(Table 5.1.25), (Table 5.1.26) (Librarians part 1).** In their study **Bayter and Mustafa (2008)**, too have found that the "human behaviour of organizational behaviour, the expressions of individual while working inside of institution, perception, worth, the capacity of learning and base of organizational of human

behaviour. User focused organizational library, must heal of service quality every day. The service quality is possible in case of good organizational behaviour. To work under organizational behaviour, organizational culture, organizational culture and library, organizational behaviour of libraries, alternation and progress of organizational behaviour of libraries".

Most of the library professionals perceived and reported a "neutral" stand with reference to the various facets of job satisfaction as indicated by mean values ranging from 2.53 (recognition) to 3.12 (pay) and the overall mean accounted for only 2.88 (S.D. 1.364). The physical, social, and psychological conditions present in the workplace such as physical facilities, autonomy to choose one's own method of working, colleagues and their attitudes, recognition for job well- done, attitude of immediate superior, responsibilities assigned, pay, opportunities to use one's talents, promotional avenues and seriousness with which employee suggestions are collected, processed and acted upon would definitely go a long way in improving the specific and overall job satisfaction experienced by the library professionals and librarians**.(Table 5.2.36) (Library professional part 11)** The study by Islam and Islam (2011), claimed that "employee job satisfaction is a key factor in the contribution of staff to organizational success. The job satisfaction of its employees can impact the performance of a library. The study set out to understand the satisfaction rates of the library employees using eight dimensions of job satisfaction, including working environment, wages, promotion, supervision, nature of the job, training facilities, library rules and regulations, and social status

H1d: There exists significant positive correlation between job involvement and organizational commitment

The study depicts the degree of organizational commitment perceived and reported by the library professionals endorsed the view that they felt a sense of belongingness, as being a part of the organization (mean= 3.60; S.D.= 1.146), reluctant to shift to another employer even under adverse financial conditions (mean= 3.50; S.D= 1.307), However, by and large, they expressed neutral/ non- committal stand with reference to the other facets of organizational commitment as shown by the mean values ranging from 3.32 to 3.43, and the overall mean figured at 3.43 (S.D. = 1.224).**(Table 5.2.33)**

The ANOVA analysis shows that there is a highly significant difference among the respondents regarding trust among the employees (F= 152.121,df=2 P=.000). Finally, the respondents indicated attributes such as major satisfaction in your life comes from your job where there is trust and team spirit among the employees**.(Table 5.2.35)** and **(Table 5.2.34) (Library Professionals 11)** The study by **Weissenburg and Gruenfield (1968), Bass (1965), Lodahl and Kejner (1965) Maithieu and Zajae (1990)** reveals that increase in job involvement was found when the individual gets older, Employees' job involvement increases if employees have decision making authority, responsibility, and the tempo of the work. Job involvement is an important element that has significant impact on individual employees and organizational outcomes. The relationships between the supervisors also influence the development of organizational commitment.

13. Overall Satisfaction

About 72 respondents (38.3%), as observed from Table 5.48, expressed that they are satisfied with their job and work environment, 66 (35.1%) felt that employee attitude would promote willingness, dedication, and commitment in their profession and that they are highly satisfied, 26(13.8%) are dissatisfied. The analysis of the data reveals that the Chi-square value=41.617, df=3and p= .000 implies that the level of satisfaction is highly significant **(Table 5.1.30) (Librarians part 1)**The study **by Kamala (1984), Locke (1976)** "on job satisfaction among librarians found that an overwhelming majority of librarians derived satisfaction from their work, were happy over the respect shown to them by the library users, and the social recognition given to them by the public in general. About three- fourths of them were satisfied with their working conditions and job security. Their main sources of dissatisfaction were poor pay scales, unpalatable behaviour of superior officers, and lack of adequate avenues for promotion". "The job satisfaction/dissatisfaction mainly depends on the emotional feelings of an employee. Job satisfaction is, thus, the result of positive emotions. These positive emotions or job satisfaction of the employees would promote the willingness and commitment in their profession/job".

H2: Individual characteristics tend to determine the professional attitudes and behaviour among librarians

The most significant reason identified is that about 110 (58.5%) respondents felt that the respondents favoured the library profession because it is better than other professions and provided better salary, better working conditions, and scope for promotion and 8(4.3%) respondents said that it was a mere accident that they joined this profession. The chi square value derived is 184.128, df=4 and p

value=.000, which proves to be highly significant. About 69(36.7%) respondents joined the library by their own efforts and 5(2.7%) were influenced by their relatives to join this profession. The Chi square value =71.309,df = 4, p=.000, indicates high significance. Further 74(39.4%) respondents got the job on merit and 8(4.3%) got this job by luck. The chi square value=74.340, df = 4, and p=.000, which indicates that there exists high significant difference between the variables and thus, the hypothesis is proved. **(Table 5.2.7) (Library Professional part 11)** In his study **Scott (2009),** stated that "attitudes are the positive or negative feelings about the contents of an individual's physical and cognitive environment. Job satisfaction is visualized as a complex several attitudes possessed by the individual. These attitudes may contribute to the morale, but it relates to both intrinsic and extrinsic factors. If the attitudes are positive, job satisfaction also tends to be positive. If the employees are interested in their job, they actively seek to create positive attitudes towards their jobs and the organization".

H2: Individual characteristics tend to determine the professional attitudes behaviour among library professionals

The study indicates that 116 (48.3%) of the respondents felt that respondents favoured library profession because of the professional status and 9(3.8%) joined the profession by chance. The Chi square value = 158.125, df =4, and p=.000 proves highly significant. About 79(32.9%) of the respondents joined the library by 'luck' and 5(2.1%) joined the library profession through influence of family background. The chi square value= 127.033, df=3, and p=.000 proves that the variables are highly significant and hypothesis is proved**.(Table 5.2.13) (Library Professional part 11)**

H3: Organizational characteristics tend to determine the professional attitude and behaviour among librarians.

Among the respondents, 64(34.0%) librarians agreed that employee relations mostly centred on job-related problems and 11(5.9)% expressed that the relations were limited to job-related problems. The Chi square value=56.362, df= 4, and p= .000 proves to be high significance. About 66 (35%) librarians said that they are 'completely involved' and 4(2.1%) per cent expressed that the employees in their organizations are not at all involved. The Chi square value = 68.543, df=4, p= .000, which results in highly significant. About 59(31.4%) expressed that a fair number of them help each other as a team to fulfil the organization's objectives and 11 (5.9%)respondents work in absolute isolation. The chi square value= 33.223, df=4, and p=.000. It is observed that the librarians are satisfied with the attitudes of employees at work. It is seen that 45 (23.9%) librarians stated that work environment is good, but it could be made better. The remaining 29(15.4%) respondents said that the present working condition is poor. The chi- square value= 3.915, df=4, and p=.418, which is not significant. About 82 (43.62%) employees in the library opined that they gave 'frequent feedback with shortcomings' and attempted to improve them and 20(10.63%) respondents stated that they were always ignored and left alone. The chi square value is 67.319, df =4, and p value=.000. This indicates that there exists a high significant difference between the variables. The employees 'working condition' proved to be not significant.**(Table 5.1.15) (Librarians part 1)**

H3: Organizational characteristics tend to determine the professional attitude and behaviour among library professional.

The study depicts that 23(9.6%) respondents said that inter- section transfers helped them to increase general job efficiency and 4%

respondents felt that inter- section transfers provides all- round familiarity. The Chi square test resulted to be highly significant with df=(3), Chi square value = 425.100 and p=.000. About 192(82.5%) respondents said that the promotion policy adopted in the libraries were through the “Performance appraisals of superiors” and 7(2.9%) informed that the promotion policy was also through external pressures. The Chi-Square resulted to be highly significant as chi square=127.033, df=(3) and p=.000**.** Further 108(45%) respondents said that they were managed in the library through ~~by~~ tactful diplomacy, without being sincere and 14(5.8%) were managed through fear and authority. The chi square test resulted to be highly significant as the chi square value is 29.357, df= (4) =’ p=.000. **(Table 5.2.8) (Library Professional part 11)**

14. Chapterization

This thesis is in six chapters as detailed below:

Chapter I

The first chapter introduces the subject matter of the study. It explains the need for the study and makes a statement of the problem. The objectives and hypothesis of the study are explained and the problem is stated. The chapter covers in detail, the scope and limitations of this study, methodology of the study, method adopted for collection of data, and the relevance of the study. The chapter also deals with the designing of the questionnaire.

Chapter II

The second chapter reviews the literature on the subject selected for study. It gives an overview of the literature on management techniques used in the human resource management in library and information centres. This chapter explains the number of journals and periodicals referred to with regard to the study. It gives an account of what has been published with regard to the present topic by various writers. The literature with regard to the study is discussed here. Job attitude, motivators, level of satisfaction, employee morale, employee mobility, and code of ethics are covered in this chapter. Job satisfaction, attitude, behaviour, job

involvement, performance evaluation and appraisal, and working conditions are covered to a limited extent.

Chapter III

The third chapter deals with the methodological components of the present study, including research design, study population, sampling, variables, development of questionnaire, data collection tools, and collection of data and its analysis.

Chapter IV

The fourth chapter deals with the meaning, importance, attitude, job satisfaction, involvement, and performance of the employees. A number of theories have been propounded by various management experts starting from F.W. Taylor, Maslow, Herzberg, McClelland, and others. The various developments in job satisfaction and attitudes of these experts are also analyzed.

Chapter V

The fifth chapter deals with data analysis and interpretation. It is presented in two parts. Part a) The data collected from librarians through Questionnaire-1 and Part b) The data collected from library professionals through Questionnaire - 2.

Chapter VI

The last chapter deals with major findings, suggestions, and conclusion.

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List of Publication

Sl. No.	Title of the Paper	Name of the Journal/Bulletin.	Publication Details
1	Awareness and use of electronic information resources in degree colleges of Kodagu District.	Indian Streams Research Journal 5(6) pp 1-7	July, 2015 ISSN - 2230-7850
2	Professional Attitudes and Behaviour among library personnel in the colleges affiliated to University of Mysore.	Golden Research Thoughts Journal 45(4) pp 1-9	October, 2015. ISSN - 2231-5063

List of National/International Conference attended and Presented Papers

Sl. No	Name of the National Conference	Paper Presented	Publication Details
1	Re-inventing and restructuring of public library system in India	Community Information Service in the context of Public Library Service.	28th July 2012 ISBN: 978-81-921866-0-3
2	So-ference 2013: A national level social conference on Failures, Learning, Creativity, Case Studies best practices and success stories in LIS and related areas.	Motivation and Job Satisfaction of the LIS Professionals.	19th & 20th October 2013. ISBN: 978-93-819792-3-5
3	Academic Libraries: Challenges in the electronic era	Job Satisfaction among the Library employees	27th & 28th September 2013. ISBN: 978-93-81195-66-6.
4	Democratization of Information Using ICT: Role of Libraries for Social Enlightenment (DEMICT-2014)	Knowledge Management in an Academic Library.	24th & 25th January 2014. ISBN: 978-93-82845-33-1
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